

FREE EBOOK DOWNLOAD

5

WAYS HR CAN MAKE OR BREAK

YOUR ORGANIZATIONAL CULTURE

Common Mistakes That Are Costing Your Health System
and What You Can Do Instead

LEVELTEN
HEALTHCARE ADVISORS

THE POWER OF HUMAN RESOURCES

To Affect Organizational Culture

Though the HR team largely operates behind the scenes of every organization, they play a vital strategic role in determining the quality of your organizational culture.

With every decision they make, the HR team is slowly but surely determining what your health system's reputation will be, what level of quality can be expected, how innovative you'll become, the amount of attentiveness and compassion that will be found in patient care, and if both patients and employees alike will have a pleasant experience and wish to continue interacting with your organization, or—due to a bad experience—will seek services, care, and employment with your competitors.

Despite their best efforts, even the most capable HR leaders can unknowingly have a negative effect on their organizational culture, but with some intentionality and strategy refinements, they can easily get back on track.

Here are 5 common mistakes that HR leaders are making and what you can do instead:



MISTAKE #1

BAD FILTER *vs. Attracting the Right People to Your Team*

One of the primary mistakes the HR team can make is **operating without a clearly defined employer brand**.

An employer brand distills the essence of who you are as an employer, what you have to offer, and what employees will experience when they interact with your organization.

When recruiting new talent to your health system, you'll want to be sure you're deploying your employer brand through every means of communication so that you're **attracting ideal candidates** who will thrive within your organizational culture and fully represent your organization's values, while also **detering those candidates who will not fit well** within your organization and threaten to pull your culture down.

GETTING IT RIGHT: When you've dialed in your messaging and communications with a strong employer brand, **you'll stop overspending on ads that aren't connecting and you'll decrease turnover from losing less-than ideal candidates**. Instead, you'll begin attracting top-tier recruits who are sold out for your mission, an ideal fit for your organization, in it for the long haul, and who can make a big impact by delivering a transformational patient experience.

HOW TO GET BACK ON TRACK

- ✓ *Develop and deploy a robust employer brand*
- ✓ *Refine all messaging, job descriptions, and communications to include EVP and brand platform*
- ✓ *Outline MVV + culture code to define core organizational tenets*
- ✓ *Train all hiring managers to select against culture standards*
- ✓ *Build employer brand into recruitment ads + strategy*

MISTAKE #2

BAD SYSTEM *vs. Simplifying the Application Process*

Another common mistake we see HR teams make is **failing to understand the candidate experience and not reducing friction and barriers within the application process.**

All too often, our health systems are utilizing outdated technologies and relying on requisition software that causes undue burden to applicants. Candidates are forced to spend extra time and energy fighting with bad tech or repeating their efforts to get connected to the right role.

And, if they can wrestle their way through the ATS, candidates may still fall away with improper communication and follow-up from our team about the status of their application or suitability for an alternate role.

We need to get back to basics and **map the hiring process from start to finish, then redesign each touchpoint** by providing the right care, attention, content, and tools to support potential recruits in their quest.

GETTING IT RIGHT: When we've thoughtfully designed each stage of the process and built solutions to common pitfalls, we'll lock in the best candidates at the peak of their motivation and interest, fill our positions more effectively, and ensure exceptional talent joins our team.

HOW TO GET BACK ON TRACK

- ✓ *Build dynamic career site to engage and inform candidates*
- ✓ *Enlist AI and chat bots to offer candidates personalized help*
- ✓ *Hire Digital Recruiter to assist candidates through process*
- ✓ *Adopt in-placement focus to match applicants to the right role*
- ✓ *Automate follow-up to engage interested job-seekers*
- ✓ *Re-assess your ATS and refresh application process*

MISTAKE #3

BAD STRATEGY *vs. Effectively Filling Key Vacancies*

Relying on an old, outdated, or ineffective strategy is another big mistake HR leaders make. Some organizations are even attempting to recruit talent without any strategy in place.

Without a comprehensive recruitment and retention plan that's designed to meet the needs of today's new marketplace—by selling your organization's culture and speaking to the needs of the employee—you'll continue working too hard for every lead, overspending across tactics that deliver no ROI, stalling out and gaining no traction, and failing to fill essential positions.

The longer we wait to get key vacancies filled by great talent, the more burden and stress we place on our existing team. In our failure to find new recruits, we'll risk losing the qualified employees we've already invested in and trained.

GETTING IT RIGHT: When we've redesigned our recruitment strategy around our employer brand; mapped our tactics for key positions; improved our comms in every stage of the candidate journey; and built brand awareness, increased engagement, enhanced our reputation, and driven growth (BERG); we'll have a veritable recruitment machine in motion that helps keep our talent pipeline full, decreases cost and time per hire, and saves time, effort, and energy since we won't have to re-lay the groundwork for every new recruit.

HOW TO GET BACK ON TRACK

- ✓ *Create Talent Acquisition Strategy to outline targeted approach for key positions*
- ✓ *Incorporate employer brand to increase effectiveness*
- ✓ *Develop recruitment comms plan for every stage of the candidate journey*
- ✓ *Leverage strategic advisors and partnerships*
- ✓ *Integrate with MarCom team*
- ✓ *Use BERG framework to build recruitment machine*

MISTAKE #4

BAD DELEGATION *vs. Freeing Your Time for What Matters Most*

Attempting to make order from the chaos and constant fires, HR leaders will try delegating tasks to lighten their load. But, **delegating ineffectively can prevent them from being freed up for what matters most.**

When the boss's son is making your graphics or an Executive Search firm not intimately familiar with your messaging and brand is trying to make your ads, you'll fail to connect with the right candidates and make progress toward your goals.

While you may think you're saving time and money, in reality, **not fielding the right team will cost you dearly.** Instead of being freed up for bigger initiatives, you'll be left continually hitting the same roadblocks and tying up your time on frustrations and issues that aren't the best use of your skills.

GETTING IT RIGHT: When you're outsourcing your needs strategically—and teaming with [branding and communication experts](#) and [strategists](#) who have masterfully crafted your employer brand—you'll be freed up to begin transforming the culture of your organization, developing your employees as leaders, and achieving long-term, life-changing impact.

HOW TO GET BACK ON TRACK

- ✓ *Partner with branding and communication experts to help you master your messaging and create a compelling employer brand*
- ✓ *Maintain employer brand standards for all creative assets and communication*
- ✓ *Assess current needs and strategically realign assigned duties and roles*
- ✓ *Meet with an advisor to create your plan for leading organizational transformation*

MISTAKE #5

BAD COMMUNICATION + FOLLOW-UP *vs. Planting Seeds for a Culture of Excellence*

HR leaders are pivotal not just in sourcing and selecting the right talent, but in **setting the expectations for new employees through orientation and onboarding**. Unfortunately, even after sourcing a great recruit, HR Leaders can fail to maximize their influence and impact at this key stage of the employee journey.

The first 30, 60, and 90 days of an employee's tenure are vital for setting the tone, making them feel welcome, helping them deeply integrate into the culture, and building engagement and loyalty through belonging.

Too often, we miss marking these key milestones and risk losing great employees who never feel fully assimilated into our teams, or we fail to fully communicate what's expected and our attempts to build a healthy, strong, and vibrant culture begin to slowly erode.

GETTING IT RIGHT: When we're clear from day one about the level of excellence, kindness, and collaboration needed to succeed, **we can rebuild our culture one new recruit at a time**. And, when we're diligent about coaching, mentoring, and communicating during key milestones, we can ensure new employees feel deeply connected, committed to our mission, and highly motivated to stay.

HOW TO GET BACK ON TRACK

- ✓ *Weave employer brand into all stages of the employee experience*
- ✓ *Elevate your onboarding training to communicate culture, values, and standards*
- ✓ *Develop 30, 60, and 90 day checklists to systemize best practices*
- ✓ *Automate follow-up and schedule check-ins in advance*
- ✓ *Train managers and leaders to coach, mentor, and set clear expectations for new staff*

THE BOTTOM LINE



HARD TRUTH #1:

The Longer You Wait, the Harder it is to Get Back on Track

In the recruitment game, failing to master your messaging and update your strategy and approach will only **compound your health system's employment struggles and challenges.**

HARD TRUTH #2:

Small Problems Not Resolved Create Exponential Impact

When you're attracting the wrong employees, **your stream of bad recruits will continue to be a management nightmare and pollute your organizational culture.**

When you're slow to fill essential vacancies, **your staff becomes even more overworked and overstressed** from bearing the burden of open positions.

When you're overspending on ineffective approaches and strategies, **you're bleeding vital resources that could be better spent developing your employees into exceptional leaders** who can better serve their customers and provide a transformational patient experience.

IT DOESN'T HAVE TO BE THIS WAY

Imagine...



- ✓ **Streamlining Your Efforts to Save Time and Money**
Simplify the Recruitment game with Employer Brand templates and messaging guides built around your EVP—cutting turnaround time in half and doubling your impact
- ✓ **Unburdening Your Team from Constant Firefighting**
Give your team the power of clarity and focus with a well-planned, strategic approach—preventing last-minute emergencies and impromptu requests from the squeaky wheel
- ✓ **Cutting Key Metrics in Half with Long-Term Strategies**
Decrease cost and time per hire when you've built steady awareness, engagement, reputation, and growth through your Employer Brand and Strategic Recruitment Marketing Plan
- ✓ **Charting Your Legacy and Transforming Your Culture**
Make a bigger contribution, improve your health system, and impact the entire industry by freeing up time to devote to improving engagement, experience, and innovation

YOU HAVE THE POWER TO TRANSFORM YOUR ORGANIZATIONAL CULTURE

*HR leaders are immensely powerful and are uniquely positioned to have a **significant impact on the health of your organizational culture**. To free you up to focus on vital transformation initiatives, you must first be sure your recruitment machine is operating efficiently.*

Get back on track by attracting A-players to your team with Employer Brand and Strategic Recruitment. Once you've laid the groundwork, you can take your efforts to the next level and create a comprehensive plan to strategically build employee engagement, develop your employees to be great leaders, and transform your organization through innovation and offering greater levels of patient care and service.

STEP 1

Build Your Strategic Recruitment Machine

Craft a well-defined Employer Brand and Strategic Recruitment Marketing Plan to ensure you're maximizing your efforts and resources and attracting the best talent to your team

STEP 2

Craft a Meaningful Employee Experience

Improve your culture, build loyalty and engagement, and increase employee retention by redesigning the employee experience through each of the Seven Stages of Employee Engagement

STEP 3

Transform Your Leaders to Innovate and Serve

Launch a Leadership Development initiative that equips your employees to increase employee engagement, improve the patient experience, and inspire operational innovation

YOU CAN WIN WITH RECRUITMENT + RETENTION. **WE CAN HELP.**

About Level Ten Healthcare Advisors, Your True Partner in Transformation



Level Ten Healthcare Advisors is a strategic advisory consulting firm that helps healthcare executives create a custom roadmap for success, build powerfully engaged teams, and stay relevant and competitive in the marketplace by embracing innovation.

We understand the challenges you face as a healthcare leader—including how difficult it is to step outside of the daily chaos to prioritize organizational transformation—but know all too well that **if you aren't actively transforming your organization, you are losing ground.**

We are passionate about working with your team, hand in hand, to help you navigate the challenges at your health system, live out your brand values, and create a culture where patients are deeply cared for and employees can truly thrive.

Get back on track and start making a bigger impact:

- ✓ *Connect with our team by [scheduling a free, 30 minute call](#)*
- ✓ *Collaborate with us to determine your organization's needs*
- ✓ *Transform your organization with a strategic partner by your side*

FREE 5-PART WEBINAR SERIES

HOW TO ELEVATE YOUR ROLE TO DRIVE ORGANIZATIONAL SUCCESS

Four Culture Strategies Every Leader Must Add to Their 2024 Plan

As HR professionals, you can no longer stay tunnel-visioned on achieving your departmental goals alone. The new landscape of healthcare **demands that you become the key drivers in organizational transformation** focused on improving recruitment and retention, building a leadership model, and innovating operations.

Your unique skillset and ability to understand the needs of your employees and patients, inspire others to take action, and your connection and duty to both internal and external stakeholders give you the access and influence needed to envision and implement vital strategic initiatives and drive organizational change.

Join us for a **free, 5-part webinar series** to create your roadmap for personal and professional success in 2024 and learn how to drive these high-impact, mission-critical initiatives forward.

Register for the series at leveltenadvisors.com/events/elevate-your-role

1 **CREATING YOUR 2024 PLAN**
November 9, 2023

2 **RECRUITING FOR GROWTH**
February 8, 2024

3 **7 STAGES OF EMPLOYEE ENGAGEMENT**
May 9, 2024

4 **4 FOCUSES OF A LEADER**
August 8, 2024

5 **BUILDING A CULTURE OF INNOVATION**
November 14, 2024



LEVELTEN

HEALTHCARE ADVISORS 

We help healthcare executives
advance organizational transformation
through strategic advisory consulting.

leveltenadvisors.com